

CARMARTHENSHIRE COUNTY COUNCIL

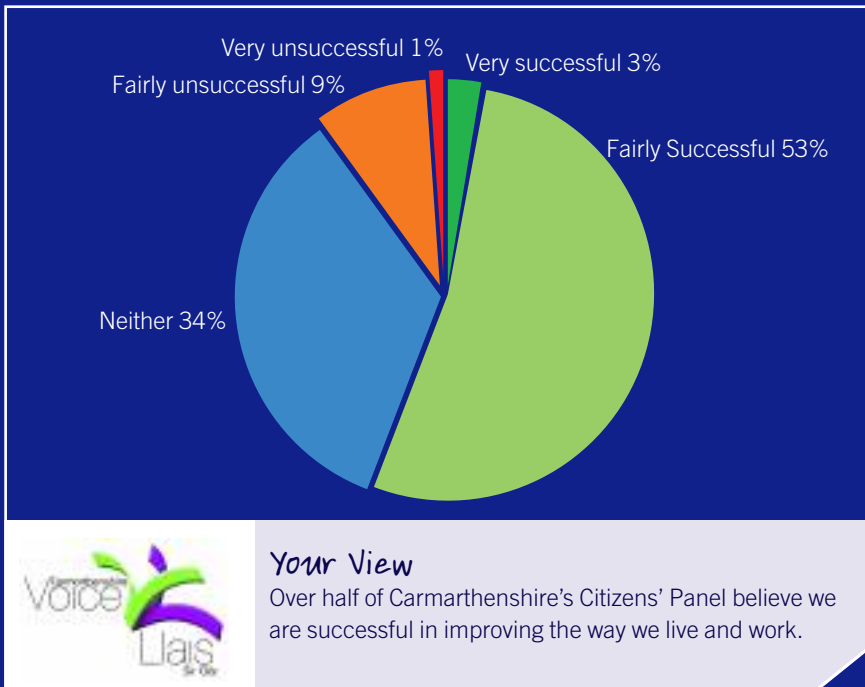
Corporate Strategy 2007-2012

INCLUDING OUR

Summary Improvement Plan 2006-2007



Improving the way we live and work



£515 million

being invested in local services this year including £94 m in capital schemes

£212 million

regeneration investment generated over the last five years thanks to successful external funding bids

90%

of the improvements promised in last year's Improvement Plan have been delivered

£3 million

efficiency savings made and reinvested into services

Welcome to the Carmarthenshire County Council's Corporate Strategy 2007-12, which incorporates our Summary Improvement Plan for 2006-07.

In an organisation such as ours - which is responsible for a diverse range of services, employing around 9,000 people and with an annual turnover of over £400 million – a strong sense of direction and a clear understanding of priorities is essential.

Working closely with our partners and the local community, we have signed up to an exciting and challenging vision for the future – set out in the Carmarthenshire Community Strategy. The strategy sets out five clear themes to our work, and that of our partners:

- **A Better Place... Environment** - improving the world around us, today and for tomorrow
- **Opening Doors... Lifelong Learning** - helping everyone to achieve their potential, from childhood to old age
- **Feeling Fine... Health and Well Being** - tackling the causes of ill health by looking at life in the round
- **Investment and Innovation... Regeneration** - building resources, creating opportunities and offering support
- **Feeling Secure... Safer communities** - offering security, tackling fear and crime, helping us to look out for each other

In addition to this the Council is engaged in a major programme of improvement under the themes of:

- **Building a Better Council** and
- **Making Better Use of Resources**

Looking ahead, we have some exciting developments taking place in the county.

In the field of regeneration our, Master Plan, agreed jointly with the Welsh Development Agency (now the Department for Enterprise and Innovation in the Assembly), is proceeding at a rapid pace. We have major development schemes planned for both Carmarthen and Llanelli; a wide variety of economic development projects across the county; and a highly successful community regeneration programme that is delivering advice and financial support to every corner of Carmarthenshire.

We also have several exciting leisure projects in the process of development – including the new multi-screen cinema as part of the Carmarthen town centre development; “The Works” theatre and culture project in Llanelli; improvements to Carmarthen Leisure Centre (including a new swimming pool); and smaller scale projects in other parts of the county, many of them as part of education improvements at local schools.

The Modernising Education Provision programme is also proceeding well. Work is underway on the new Queen Elizabeth High School in Carmarthen – one of the largest school building projects ever undertaken in the county. At the other end of the spectrum we are also forging ahead with new primary school buildings and a major programme of smaller scale improvements at many of our existing schools.

In Social Care, we are re-shaping many of our services to older people so as to maximise peoples’ ability to retain their independence for as long as possible. The county will experience a significant increase in the number of people living into their 80s and 90s over the next decade and we must modernise our service to cope with this trend.

The main thrust of our re-focussed services for older people will be around supporting people at home, and providing them with appropriate social activities and support in their local community. We will be working more and more closely with the voluntary sector and the independent sector to provide these services. We are also developing ‘telecare’ support – to complement our highly successful Careline service – using new technology to provide peace of mind and a quick response when people need assistance.

Some people will, of course, require residential accommodation, as is the case now. We are currently working with partners to build the second of our brand-new Extra Care Schemes- this time to replace the outdated Anedd home in Llanybydder. And, we will be moving on to undertake several further new build projects – all along the lines of the award winning Plas y Mor scheme in Burry Port – in the next few years.

In Technical Services, we are currently in the throes of a major programme of highway improvement. Building on the success of the Burry Port Distributor Road in 2005, we are currently on site with the Morfa–Berwick Link Road in Llanelli and the Ammanford link road – at a combined cost of £15million.

Corporately, we have two major themes that we wish to focus on over the coming year: Customer Focus and Sustainability.

- **Customer Focus:** We have, for a number of years, been trying to focus on the needs of our customers, putting them first at all times. We have already restructured a number of our departments to improve delivery of services to the customer – our new structure in housing based on three local area teams is but one example. This drive – to improve the service given to “Mrs Jones at Number 9” – will be given even greater priority over the next year.
- **Sustainability** will be our other main corporate theme for the next year. The council has signed up to a crucial strategy on “climate change” and is already seen as one of the leaders in Wales on this issue. But, we need to continue to make sure that we are putting these policies into action at every opportunity and we will be expecting every service to play its part in reducing energy consumption, recycling and adopting the principles of sustainability when procuring buildings and other major assets.

Yours sincerely

Cllr Meryl Gravell
Leader

Mark James
Chief Executive



Meryl – Leader



Mark – Chief Executive

A Better Place ... Environment

Last year's objectives – how did we do?

Getting About

- ✓ Car Parking Strategy adopted, now seeking 'Safer Car Park' status in main towns
- ✗ Construction of Carmarthen footbridge, car park and rail-bus interchange completed on schedule, but opening slightly delayed
- ✓ Highway Asset Management Plan ongoing on a needs-assessment basis
- ✗ Review of Passenger Transport and non-Passenger Service Vehicle services and routes due for completion in October 2006
- ✓ Peniel CP School won the Welsh National Award for School Transport Plan Development

Conserving and Enhancing the Environment

- ✓ Work ongoing to deal with coastal erosion at various sites and a £40k scheme on Llanelli beach completed
- ✓ Under Local Biodiversity Action Plan, seminars for schools and Members were held and road designs were modified to create two Otter Underpasses
- ✓ Carmarthen Town Scheme completed and funding secured for the next three years
- ✗ Carmarthen Castle Heritage Lottery Fund failed, however, alternative funding found for elements of the programme

Improving Public Places

- ✓ Waste education and awareness roadshows held in 125 primary schools
- ✓ Developed the 'Pride in Your Community Scheme' incorporating community events and awareness raising of fly tipping, abandoned vehicles and waste issues
- ✓ Used combined legislative powers granted by Anti-Social Behaviour Act in partnership with police and the Environment Agency
- ✓ Upgraded 34 public conveniences in-line with the Disability Discrimination Act

Managing Waste

- ✓ Increased municipal waste recycled (from 14,600 to 15,700 tonnes) and composted (4,900 to 6,000 tonnes)
- ✓ Households served by kerbside recycling collections increased from 28% to 45%

Encouraging the Better Use of Land

- ✓ Overcame implications of developing land in flood risk areas via Unitary Development Planning (UDP) process and concluded the UDP inquiry
- ✓ Development Briefs produced for priority sites



"The grant money has allowed us to redo the whole frontage of the building, put full bakery facilities in on site and kit out rooms above the bakery to the standards needed to let them out. Dyfri Bakery is the first thing you see when you come out of the main car park, so it is important that the building looks good. We are also pleased to report that following the facelift we have noticed an increase in trade."

Anthony Crocker
Dyfri bakery owner

- Clean air, water and attractive surroundings make people feel better too. From recycling materials to improving the way places look, from conserving wildlife to enjoying the natural world. The way we use our resources today affects quality of life tomorrow.

What are we doing this year? (06/07)

Getting about

- Review the School Transport Policy (Dec 2006) and implement appropriate changes (from March 2007)
- Complete the review of Passenger Transport and non-Passenger Service Vehicle services and routes to improve vehicle use (Oct 2006)
- Review the performance of the Authority's fleet of vehicles to improve vehicle utilisation (by December 2006)

Conserving and enhancing the environment

- Commence Phase II of Llandoverly / Llangadog Townscape Heritage Initiative (by March 2007)
- Development of Tywi-Afon yr Oesoedd Landscape Management Partnership Project (by March 2007)

Improving public places

- Introducing a campaigns-drive to further the existing education, awareness and enforcement activities so that the cleanliness of our streets and public areas can be improved (ongoing)

Managing waste

- Incorporate another 5,000 homes into the kerbside recycling scheme (March 2007)
- Meet overall WAG targets (25% of municipal waste to be recycled or composted) (March 2007)
- Promote waste awareness issues through ongoing campaigns (ongoing)

Encouraging the better use of land

- Adoption and publication of the Unitary Development Plan (UDP) (September 2006)
- Undertake contaminated land planned investigations at 5 priority sites (March 2007)
- Set timetable for production of Local Development Plan (by February 2007)

What future plans do we have (2007-2008)

Getting about

- Introduce disability access vehicles into Country Cars service (April 2007)
- Deliver, with our regional partners, the draft Regional Transport Plan (October 2007)

Conserving and Enhancing the Environment

- Monitor the coastal erosion at various sites, which pose a threat to key tourism and regeneration projects e.g. Millennium Coastal Park (by 2015)
- Examine the results of the review of the Air Quality Strategy improve air quality through better management or regulation of sources of pollutants and implement WAG requirements for 2007/08 (by March 2008)
- Subject to the successful approval of a Heritage Lottery Fund bid for Tywi Afon Yr Oesoedd in 2007, develop a Landscape Interpretation Centre and a Traditional & Sustainable Building Centre in the Tywi Valley (by March 2008)

Improving Public Places

- Improve street cleanliness ratings through development of the 'Pride in Your Community Scheme', in partnership with Environment Agency Wales and Keep Wales Tidy; targeting fly tipping, waste and abandoned vehicles (by March 2008) and by introducing a campaigns-drive to further the existing education, awareness and enforcement activities (ongoing)

Managing Waste

- Implement the revised strategy for household waste collection including separate collections for recyclates and compostables (including food waste) and residual waste (from March 2006)
- Incorporate a total of 25,000 additional homes into the kerbside recycling scheme (by March 2010)

Encouraging the Better Use of Land

- Overcome the implications of developing land in flood risk areas (ongoing via development control process)
- Inform the public of planning services provided and work with consultees to ensure timely responses to enquiries, on a site-by-site basis (ongoing)
- Present the delivery agreement to the Welsh Assembly Government on the Local Development Plan (July 2007)
- Remediate land where a public health risk has been identified (from April 2008)

Opening Doors... Lifelong Learning

Last year's objectives – how did we do?

Improving the standard of education

- ✓ Less than 1% of 2,119 pupils aged 15/16 left full-time education without an approved external qualification
- ✗ Slight reduction in pupil attendance in secondary schools, but still above Welsh average
- ✓ Provided all three-year-olds, whose parents wanted it, with part-time early years provision
- ✓ Supported schools in maintaining satisfactory or better standards in 98% of classes, exceeding national standards
- ✓ Trained 40 community education tutors and created a best practice website to improve quality of adult and community learning
- ✓ Engaged with 374 young people at risk of exclusion via the Wider Horizons project

Improving learning provision

- ✓ Continued to improve schools, through investment programme - £5m each at Bryn & Brynteg primary schools, and £25m in Johnstown secondary school, with Queen Elizabeth High School established in September 2005
- ✓ All secondary and their partner primary schools worked together as families of schools
- ✓ Libraries performed as one of the top three in Wales
- ✓ Community Focussed Schools Strategy produced to foster extension of services provided by schools
- ✓ Worked in collaboration with partners to produce Wales' first Directory of Services for young people (14 to 19)

Providing youth & adult education

- ✓ Worked with partners to improve access to a wide range of youth support services and extended partnership working resulting in wider participation in adult learning
- ✓ Increased the number of adult learners on work-based training who secured a full time job (by 2%) or National Vocational Qualification (by 2%)
- ✓ Led the production of Community Learning Plans for the Aman and Llanelli Areas
- ✓ Delivered 68 Basic Skills projects for 478 people via Carmarthenshire Basic Skills Strategy
- ✓ Delivered 151 courses for 863 new learners via Carmarthenshire Learning Network



As members of the school council we were involved in drafting the children's version of the Single Education Plan. It was great being involved in this because we could make sure that other children would be able to understand the plan rather than it just being written in adult language. We enjoyed being interviewed because we had the chance to have our say and be involved in matters that are important to our learning.

Alexander Harries
Chair of Johnstown School Council

- helping everyone to achieve their potential, from childhood to old age **Making the most of life. Offering opportunities to take on new skills, new interests and new challenges. It can mean education, work and culture. From learning about the world at our feet to using the World Wide Web.**

What are we doing this year? (06/07)

Building a learning society

- Develop integrated e-learning Network for 14-19 year olds (March 2007)
- Develop partnerships with library services to enable the production of a joint catalogue and inter-library loans (March 2007)
- Invest a further £12.6million in school buildings (March 2007)

Ensuring the rights and responsibilities of learners

- Take a lead in production of Community Learning Plans for the Tywi, Teifi, Taf Myrddin and Gwendraeth areas (March 2007)
- Deliver a minimum of 100 courses for 647 new learners via Carmarthenshire Learning Network (March 2007)

Maintaining and improving standards

- Work with 200+ young people via 'Youth First' European Social Fund Project (March 2007)
- Reduce the number of pupils aged 15/16 leaving full-time education without an approved external qualification (March 2007)
- Continue to improve pupil attendance in schools (March 2007)
- 100% of schools to have achieved Basic Skills Agency Quality Mark (March 2007)

Develop leadership skills

- Train 100 additional staff to support young people involved in delivering 14-19 learning pathways and key skills curriculum (March 2007)

Effective deployment of resources

- Produce a strategic development plan based on the outcome of the National Foundation for Educational Research review on the future of 16-19 education (March 2007)
- Greater integration of services for children through the newly established Education & Children's Services Directorate (March 2007)
- Initiate establishment of a single location for the Directorate at Parc Dewi Sant (March 2007)

What future plans do we have (2007-2008)

Building a learning society

- Establish at least two integrated children's centres in designated locations (March 2008)
- Clarify and agree a formal working agreement with schools (March 2008)
- Invest in a programme designed to extend the work of 'families' of community-focused schools (March 2008)
- Progress the plan to improve school accommodation, investing £109million in future years (ongoing)

Ensuring the rights and responsibilities of learners

- Support schools in making provision for all children in keeping with the national and local agenda for Inclusion (March 2008)
- Support active participation of children and young people in school councils and youth fora (March 2008)
- Co-ordinate and provide learning opportunities for adults through Community Learning Networks (March 2008)

Maintaining and improving standards

- Reduce the number of young people who are not in Education, Employment or Training" at 16 by 20% (March 2008)
- Continue to work with 200+ young people via the 'Youth First' European Social Fund Project (March 2008)
- 100% of schools to retain the Basic Skills Agency Quality Mark (March 2008)

Develop leadership skills

- Provide support for governors in regards to leadership role (March 2008)
- Provide support for Head Teachers reflecting their statutory responsibilities and evolving leadership roll (March 2008)
- Increase the number of people able to lead and champion adult and community learning (March 2008)

Effective deployment of resources

- Extend integrated working practice to benefit children and families (March 2008)
- Improve the transfer, communication and use of data by electronic means
- Review and clarify catchment areas with all schools (March 2008)
- Ensure local people are aware of the Adult and Community Learning provision

Feeling Fine ... Health and Well Being

Last year's objectives – how did we do?

Improving health

- ✓ Implemented Health, Social Care and Well-being Strategy actions with partners
- ✓ Increased the number of people referred by GPs for exercise on prescription programmes by 649, exceeding targets by 349
- ✓ Promoting a healthy lifestyle resulted in the elimination of processed food in schools, 40% increase in consumption of fruit and vegetables, and 50% increase in milk consumption

Providing quality & affordable housing

- ✓ As part of the Welsh Housing Quality Standard, we now have 2,377 (25.2%) properties with double glazed windows and doors and 6,445 (68.32%) properties with central heating systems
- ✓ Reduced the number of homeless people using bed and breakfasts

Improving social care for adults

- ✓ Implemented development plan for care homes - Maesllewellyn in Newcastle Emlyn re-opened and work has commenced at Llys y Bryn in Llanelli. Annedd 'extra care' scheme in Llanybydder received WAG funding for 2008/09
- ✓ Delayed transfers of care tackled with partners and WAG Policy Agreement target for 2005/06 has been met
- ✓ Further work needed to ensure social care budget is commissioned to meet need more closely

Improving social care for children and young people

- ✓ Good progress on a three-year programme for integrated children's system to track and record information on vulnerable children
- ✓ Nine Sure Start Family Centres open and being used
- ✓ Developed services to support children with complex needs in their families and increasing the number of foster carers to meet demand

Promoting leisure

- ✓ Working with communities, opened-up 161 km of rights of way on 178 separate routes
- ✓ A new fitness suite and changing rooms in Llanelli Leisure Centre and a £1.32m sports hall in Whitland opened
- ✓ 62% of Play Areas meet the National standard, just below the target of 66%



Our street was part of the Ammanford Renewal Area and so we took the opportunity to apply for a grant to improve the condition of our home. We were able to do a lot of work, from roofing and insulating to re-building the garden wall. The double-glazing in particular has helped keep the warmth in and the noise of the road out. We're sure that this project has benefited the health and well-being of local residents.

Ieuan and Rachael Evans
Villiers Road, Ammanford

– tackling the causes of ill health by looking at life in the round. From improving our homes and our food to leisure and sport, to building on the services that can give us independence and a new lease of life, health is the most basic need of all. Healthy people lead to healthy communities.

What are we doing this year? (06/07)

Improving health

- As part of Health, Social Care and Well-being Strategy, develop, with partners, a Nutrition Strategy for Older People and increase "Healthy Schools" scheme (by March 2007)
- Increase the number of clients who have gone through the GP Referral Scheme by 662 (by March 2007)
- Complete planned inspections of high risk premises relating to food hygiene, animal health, health and safety and trading standards (by March 2007)
- Invest £250,000 to upgrade school kitchens (by March 2007)
- Promote Health Challenge Wales and implement "The Route to Health Improvement" (by March 2007)

Providing quality & affordable housing

- Review arrangements for meeting the demand for adaptations and disabled facility grants (by March 2007)
- Review delivery methods of property-related services, to address increases in property investment (by March 2007)

Improving social care for adults

- Meet the growing demand for Direct Payments (by March 2007)
- Address delayed transfers of care by taking action with the NHS to prevent unnecessary admission into hospital and facilitate early discharge (by March 2007)
- Seek to improve level of investment in Mental Health Services (by March 2007)

Improving social care for children and young people

- Build on the Integrated Children's System (by March 2007)
- Restructure the Fostering Team to recruit, and improve retention of, foster carers (by March 2007)
- Develop services to support looked after children in school (by March 2007)

Promoting leisure

- Introduce on-line booking at Llanelli, Carmarthen and Amman Valley Leisure Centres (March 2007)
- Develop and implement the leisure and cultural programme e.g. through refurbishment / extending of Carmarthen Leisure Centre and installation of fitness equipment in Leisure Centres throughout the County (by March 2007)

What future plans do we have (2007-2008)

Improving health

- Review and complete needs analysis on the Health, Social Care and Well-being Strategy (by April 2007)
- In partnership with the Health and Safety Executive, reduce workplace deaths and accidents resulting in major injury by 10% and cut working days lost to health and safety failure by 30% (by 2010)

Providing quality & affordable housing

- Implement initiatives to prevent homelessness eg. increase housing options in social and private rented sector (by April 2008)
- Increase affordable housing by introducing 1,578 homes (by March 2011)
- Continue delivery of the Carmarthenshire Homes Standard whilst ensuring the Housing Stock Business Plan remains sustainable by investing £132 million (by March 2013)

Improving social care for adults

- Continue to modernise adult social care services, to support people at home where possible, in partnership with the health service and the voluntary and private sector (by March 2016)

Improving social care for children and young people

- Meet growth in the demand for service through the implementation of a three-year placement strategy for looked after children (by March 2008)

Promoting leisure

- With partners, extend access to the countryside by opening at least 150km of rights of way every year (by April 2008)
- Promote national and local leisure and cultural events (by March 2007)

Investment and Innovation... Regeneration

Last year's objectives – how did we do?

Supporting area regeneration

- ✓ Delivered 14 workshop units for businesses at Trostre and Llandeilo
- ✗ Assisted in creating 349 jobs across the County, but only achieved 86% of our target
- ✓ Implemented Llanelli Coast Joint Venture projects at North Dock, Delta Lakes and Old Castle Works, Llanelli
- ✓ Financially supported 38 community projects and dealt with over 500 enquiries to the Community Bureau
- ✓ Re-formed the Glanymor and Tyisha Partnership under the Communities First Programme and also took over responsibility for managing the Felinfoel Communities First Area

Developing labour markets, creating jobs and improving productivity

- ✓ Delivered the local Business Eye service with 2,831 enquiries
- ✓ Assisted 420 businesses and 12 Community businesses through our Business Development Grant
- ✓ Worked closely with the Swansea Bay Partnership to encourage inter-trading opportunities and showcased Carmarthenshire at a range of national and international marketing events

Retaining and attracting a young workforce

- ✓ Included 2,792 young people on the Llwybro Routes database, with job vacancies directly advertised on the project website
- ✓ Raised awareness of entrepreneurship amongst 1,287 pupils in schools throughout the County

Maximising external funding

- ✓ Secured over £4.2m of Local Regeneration Fund monies from the Assembly and £8.35m of Objective 1 grant monies, leading to a total investment of £18.33m in the County
- ✓ Achieved the approval of 13 cross-border projects between South West Wales and Ireland, to benefit the public, private and voluntary sector
- ✓ Formalised agreements with our partner regions of Estonia and Cyprus
- ✓ Worked closely with the Assembly and Welsh Local Government Association (WLGA) to secure a further round of EU Structural Funds for the County for the period 2007-2013
- ✓ Further developed our external funding database and revised our Grants Compliance Manual



"The unit, which was constructed by the council following an Objective One Rural Sites and Premises grant, has enabled us to relocate from our farm to a nearby industrial site. The new base here in Beechwood Enterprise Park is much more accessible for both staff and suppliers and has made life a lot easier for everyone involved in the business. Without the scheme, we would probably not have moved as it is very difficult to come by units in this area."

Peter Mitchell
Proprietor of Black Mountain Foods

- building resources, creating opportunities and offering support

Putting everything in place for future prosperity. Making sure the resources are right, creating the openings and freeing the natural enterprise of our people. Giving communities the power and the opportunities to achieve their full potential

What are we doing this year? (06/07)

Supporting area regeneration

- Deliver the Strategic Site Project including Property Development Grant for Delta Lakes, Llanelli, Dyfatty Park, Burry Port - and completion of the demolition and site remediation of Old Castle Works (by March 2007)
- Deliver the Partnership Action for Communities (PACT) Programme together with a countywide capacity building programme (by March 2007)
- Integrate key regeneration proposals within the context provided by the Wales Spatial Plan (ongoing)

Developing labour markets, creating jobs and improving productivity

- Manage the Newidydd Project aimed at tackling Employment Inactivity in targeted wards (by March 2007)
- Continue the Business Grant Programmes for local businesses including the Business Loan Scheme (by March 2007)
- Continue to deliver the local Business Eye business support service (to March 2008)
- Support Local Inter-Trading Opportunities (by March 2007)
- Seek to expand the role of Carmarthenshire Training and Technology Centre (CTTC) in the delivery of targeted training and skills development activities (by March 2007)

Retaining and attracting a young workforce

- Maintain links with the Llwybro-Routes project to encourage Carmarthenshire students to remain or return to the County (by March 2007)
- Continue to raise awareness of entrepreneurship amongst pupils in schools throughout the County (ongoing)
- To maintain the number of apprenticeships placements within the Authority

Maximising external funding

- Continue to support the development of new programmes with the EU, WAG, WLGA on post 2006 changes (March 2007)
- Further develop opportunities to partner with other sub regions / regions / transnational regions and develop joint projects (March 2007)
- Prepare Carmarthenshire for post 2006 changes to EU funding arrangements (by December 2006)

What future plans do we have (2007-2008)

Supporting area regeneration

- Implement Llanelli Coast Joint Venture projects at North Dock and Old Castle Works, Llanelli and the Strategic Site project including Dyfatty Park and Delta Lakes (by April 2009)
- Facilitate regeneration of the former Carmarthen Mart site (by March 2008)
- Develop the new stadium facilities at Pemberton, Llanelli (by March 2008)
- Review the Regeneration Masterplan for the 5 year period 2008-2013 (by March 2008)
- Continue to integrate key regeneration proposals within the context provided by the Wales Spatial Plan (ongoing)

Developing labour markets, creating jobs and improving productivity

- Review business support activities in the light of the national strategy for business support (March 2008)
- Undertake targeted marketing campaigns to support key sectors, and maximise opportunities for leisure and tourism (by March 2008)
- Review the Newidydd Project and investigate the potential for further skills development activities (by March 2008)

Retaining and attracting a young workforce

- Work with the Llwybro Routes project to exploit marketing possibilities to encourage young people to return to the County (ongoing)
- Continue to raise awareness of entrepreneurship amongst pupils in schools throughout the County (ongoing)
- Provide the leisure and sport infrastructure to encourage young people to remain in the County (ongoing)

Maximising external funding

- Develop an action plan to take full advantage of the new EU Convergence Programme 2007-2013 and other funding sources (by June 2007)
- Identify and attract maximum funding to support the Council's current and future regeneration agenda

Feeling Secure... Safer Communities

Last year's objectives – how did we do?

Reducing crime

- ✓ Crime has reduced by 12%, or 1,441 cases, compared with the same period in 2005/06
- ✗ Despite the continued commitment to the co-location of police and council staff in a single Community Safety Office this has not been achieved this year, due to difficulties identifying a location and Police Force restructure proposals
- ✓ Produced a burglary reduction video with the Youth Offending Team to be shown to audiences including schools and colleges

Tackling anti-social behaviour

- ✓ Introduced a booklet for issuing Acceptable Behaviour Contracts in June 2005
- ✓ Established multi-agency local Anti-Social Behaviour Groups

Tackling substance misuse

- ✓ Started specialist GP Services and set up enhanced prescribing service
- ✗ Continued the search for One-Stop-Shop premises and discussions on improving access to services and closer working between agencies
- ✓ Issued 4,157 Proof of Age cards to young persons

Improving road safety

- ✓ Number of road accident casualties killed/seriously injured per 100,000 population has reduced significantly by 28% from 2004/05
- ✓ Worked in partnership with the police, looking at ways of reducing speeding in communities and participated in the Mid and South Wales Safety Camera Partnership
- ✓ Further developed education programmes for children and other road users, including holding a series of roadshows in primary schools

Delivering safety and security

- ✓ Steps to improve home security, fire prevention and general crime advice continue. The police provide the Bobby Van home security service to people aged over 60 and other vulnerable people
- ✓ Findings from the Resident's Attitude Survey showed that 90% of respondents felt safe in the area where they lived during the daytime and more than three quarters felt the same way after dark
- ✓ Continued to perform well with regard to repairing and replacing street lighting



A gentleman came round to put extra locks on two of the doors and windows of my basement, which leads out to the garden. He did a very good job and was courteous and polite, which helped put me at ease while he was doing the work. The Safer Homes initiative has made a difference to my life - it has made me feel more secure and it has afforded my children peace of mind as they did worry about me.

Mrs Anwy Thomas
Hendy

- offering security, tackling fear and crime, helping us to look out for each other
Insecurity saps our confidence and steals our vitality. From accident free roads to defence from crime to bad behaviour. Building on our traditions of warmth and mutual support. Helping to protect our children so that we feel safer too.

What are we doing this year? (06/07)

Reducing crime

- To continue to raise awareness of the importance of reporting race and hate crime. True Vision Scheme packs will be made available in 6 Customer Service Centres, 6 main leisure centres and all schools (by March 2007)
- To reduce alcohol related crime we will extend the Pubwatch Scheme to cover Carmarthen and Ammanford (by March 2007)

Tackling anti-social behaviour

- Develop an anti-social behaviour database and ensure that the central record of the level of anti-social behaviour is kept (by October 2006)
- We will undertake a feasibility study and project plan on establishing a single CCTV centre for the County (by July 2006)

Tackling substance misuse

- Issue the 'Validate' proof of age scheme for young people who are eligible during 06/07 (by March 2007)
- Undertake test purchases in licensed premises selling alcohol to protect young persons from harm (by March 2007)
- Introduce a new service to work with people who have mental health and substance misuse problems (by March 2007)
- Hold an Alcohol awareness publicity campaign targeting specific age groups with messages about the dangers of binge drinking and alcohol related violence (by March 2007)

Improving road safety

- Develop an initiative to put Road Safety messages on the rear of Carmarthenshire County Council vehicles as part of the "Think Safe, Drive Safe" campaign (by March 2007)

Delivering safety and security

- Launch 'Cab Safe' initiative through the Community Safety Partnership (by August 2006)
- Roll out the "Safer Homes" initiative, which covers a variety of safety issues in the home, to other communities in Carmarthenshire (by March 2007)
- Launch Accreditation Scheme with Police to enable certain Council staff to utilise limited powers to improve public safety (by March 2007)

What future plans do we have (2007-2008)

Reducing crime

- Build on successful partnership work with persistent offenders to break their cycle of offending

Tackling anti-social behaviour

- Continue to target hot-spots and persistent offenders in partnership with the local anti-social behaviour groups

Tackling substance misuse

- Address any gaps and service developments identified as a result of the Commissioning Strategy for Substance Misuse
- Continue the 'Validate' proof of age scheme for young people (by March 2008)

Improving road safety

- Continue to work towards achieving road casualty reduction targets for 2010 through enforcement of speed limits and traffic law, education initiatives and awareness-raising

Delivering safety and security

- Extend partnership approach with young people aged 8-13 identified as risk of offending to prevent them becoming persistent offenders

Building a better Council

Last year's objectives – how did we do?

Providing equal opportunities

- ✓ Equalities Framework, outlining commitment to the Equalities Standard for Local Government in Wales, approved and published
- ✓ Published a Guide to Services for Disabled Customers outlining accessibility of council premises, information and support

Encouraging sustainable development

- ✓ Supported 16 schools to achieve the Eco-Schools Green Flag Award
- ✓ Climate Change Strategy, outlining objectives in responding to climate change and its effects, was adopted

Promoting the Welsh language

- ✓ Continued to support locally based Welsh language initiatives
- ✓ Reviewed our Welsh Language Scheme in partnership with the Welsh Language Board to improve and develop services

Promoting fairness and social inclusion

- ✓ Community Development volunteer hours have increased to 21,205
- ✓ Leisure Saver Card rolled out to new audiences (Young at Heart (50+) and Student Saver)

Working in partnership and Connecting with Communities

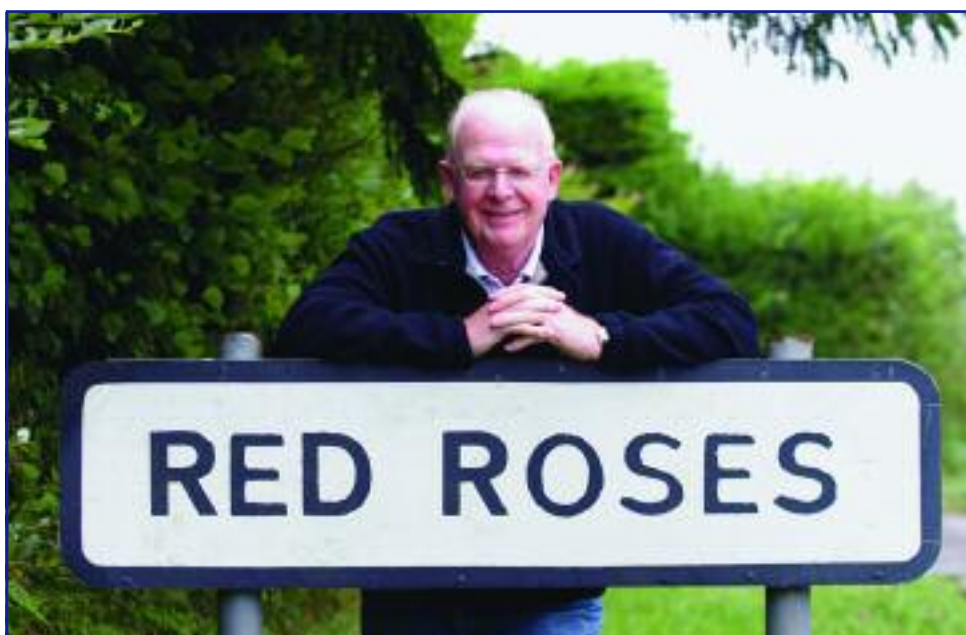
- ✓ Community Planning structures reviewed and annual reports presented
- ✓ Developed six Community Networks in partnership with the local community, town/community councils, and key agencies to develop priorities for the County

Putting customers first & delivering quality services

- ✓ Extended the Customer Service Centre including 'outreach' services visiting smaller towns, villages and local events
- ✓ Online Planning service was rated the highest of all the Welsh Planning Authorities in a national survey
- ✓ Commended through the Welsh Local Government Association 'Excellence Wales' awards for accessibility and commitment to putting customers first

Being open, transparent & inclusive

- ✓ Conducted fourth Residents' Attitude Survey
- ✓ Developed a strategy to manage information more efficiently and effectively – 93% (361) of the 388 Freedom of Information Act requests were dealt with within statutory time limits
- ✓ Promoted Election turnout and the importance of registering to vote via marketing campaigns
- ✓ Dealt with and determined all applications with regard the new liquor licensing laws



"I joined the network in order to speak up for rural areas. Although villages such as Red Roses are relatively small in terms of population, residents here do have important wants and needs. The meetings provide a platform for members of the public to tackle public bodies over issues that are important to them - from littering and dog fouling to education and social care. They are not talking shops for politicians but a tool for action and democracy."

Mr Ronald Dawe
Joint Chair of Taf Myrddin
Community Network

- Carmarthenshire County Council wants to be open and accountable, encouraging public participation and listening to local people.

What are we doing this year? (06/07)

Providing equal opportunities

- Ensure the Council achieves Level 3 of the Equalities Standard for Local Government in Wales (by March 2007)
- Respond appropriately to issues surrounding increasing number of migrant workers (by March 2007)
- Produce a Disability Equality Scheme (by December 2006)

Encouraging sustainable development

- Continue to support at least 18 Schools in achieving the Eco Schools Green Flag Award (by March 2007)
- Publish a report outlining our "Sustainable Development Successes" (by July 2006)

Promoting the Welsh language

- Implement our revised Welsh Language Scheme ensuring it is implemented by all staff (by March 2007)
- Support development of the Welsh Language in the Community with partners (by March 2007)

Promoting fairness and social inclusion

- Develop and implement a range of temporary accommodation options for people who are homeless (by March 2007)
- Increase the number of Clients in supported employment registered on the Workstep initiative from 64 to 90

Working in partnership and connecting with communities

- Review the role and performance of the Community Networks and implement findings (by March 2007)
- Support the Communities First Partnerships

Putting customers first & delivering quality services

- Develop the Contact Centre and reduce the number of published telephone numbers in the A-Z (August 2006)
- Relocation of Careline to Llandeilo (Autumn 2006)

Being open, transparent & inclusive

- Promote voter engagement by communicating with the electorate via specific marketing campaigns (by March 2007)
- Review the effectiveness of the Council's Scrutiny Committees (by March 2007)
- Continue to ensure compliance with the Freedom of Information Act (by March 2007)
- Hold regular consultations with the Citizen's Panel throughout the year (by March 2007)

What future plans do we have (2007-2008)

Providing equal opportunities

- Produce a Gender Equality Scheme (by April 2007)
- Implement Disability Equality Scheme and ensure that staff and customers are aware of the legislation

Encouraging sustainable development

- Develop and deliver Sustainable Development training programmes for Officers and Members
- Achieve Level 5 of the generic Sustainability Standard for local government, in stages up to 2010

Promoting the Welsh language

- Formulate and publish a Welsh Language Strategy (by March 2008)
- Actively promote the bilingual services provided by the Authority to all customers
- Support and promote the Urdd Eisteddfod visit to Carmarthenshire in June 2007

Promoting fairness and social inclusion

- Implement the Strategy for Older People in Wales, including prioritisation of grant spend

Working in partnership and connecting with communities

- Establish the Carmarthenshire Community Strategy Integration Tool as a process to support the development and review of policies, strategies and major projects

Putting customers first & delivering quality services

- Develop a Youth Information website and improve communication with the youth of Carmarthenshire (by March 2008)

Making Better Use of Resources

Last year's objectives – how did we do?

Supporting our staff

- ✓ Implemented a new Corporate Health & Safety Policy and introducing a prioritised Health & Safety training programme
- ✓ New Occupational Health work programme introduced and new post of Health Screening Nurse established
- ✓ A full Wales Programme for Improvement (WPI) Review of Training and Development undertaken
- ✓ Welsh Language opportunities are offered to all staff in line with needs
- ✗ Whilst not fully implemented, work has started to address the Equalities agenda by establishing an on-line training facility for key staff

Improving the management of finances & procurement

- ✓ Responded to the Welsh Assembly Government's efficiency agenda by achieving £3m savings via service reviews
- ✓ Completed the planned 2005/06 review of Dyfed Pension Fund policies
- ✓ Addressed the Government's "Rethinking Construction" agenda by reviewing the Property and Design framework and developing a resulting Action Plan
- ✓ Adopted a new Sustainable Procurement Strategy
- ✓ Developed a competitive supply base by establishing a Management Database for Procurement

Improving the management of property

- ✓ Commenced the Authority's Accommodation Strategy, by completing Phase 1 of the refurbishment of St David's Park
- ✗ Whilst not fully achieved across the whole Authority, draft Service Asset Management Plans are now in place for approximately 75% of the property stock. Progress is being made in developing the strategic approach to Asset Management, with the expectation that full compliance in implementing Service Asset Management Plans will be achieved (by March 2007)

Improving services by the use of Information Communication Technology

- ✓ Worked in partnership with other Authorities to establish a new telephone contract. New Disaster Recovery arrangements also established
- ✓ Made progress to develop the strategic direction of Information Communication Technology (ICT). New Information Technology (I.T) Group established, and a review currently being carried out of E-Government possibilities for the future



The new satellite broadband equipment is helping to develop the school. Staff and pupils are experiencing a new approach to teaching and learning and it is a great asset to the link we hold with a school in Kenya. We are also excited about the opportunity to involve the local community. We are looking at holding computer and IT evening classes, which will develop our school within the community and also bring the community into the school.

Mr Elfed Wood
Head of Nantygroes CP School

- Carmarthenshire County Council wants to be open and accountable, encouraging public participation and listening to local people.

What are we doing this year? (06/07)

Supporting our staff

- Support implementation of the Equalities Framework (by March 2007)
- Develop a Corporate Learning and Development Strategy (by December 2006)
- Train 400 managers to manage Health & Safety and actively promote good health through exercise, diet and stopping smoking (by March 2007)
- Complete Job Evaluation exercise and develop and implement a new pay and grading structure (by April 2007)
- Raise the profile of Occupational Health, monitoring of sickness absence levels and trends with the aim of reducing sickness levels to 10.5 days per full time employee (by March 2007)
- Ensure that the Corporate Health Standard Silver Award is achieved (by September 2006)
- Continue "Helping People to Perform" by improving staff involvement in business planning and target setting (by March 2007)
- Commence phased implementation of 'ResourceLink' enabling employees to directly update their personal details and managers to make online authorisations (by December 2006)

Improving the management of finances & procurement

- Implement measures to monitor compliance with the Management Policy in respect of tendering / contracting activity
- Continue to support and develop the efficiency programme, linking with the Welsh Assembly Government's "Making the Connections" proposals
- Review and improve on performance in relation to payment of invoices within 30 days
- Review the policies of the Dyfed Pensions Fund to ensure the continued maximisations of solvency levels

Improving the management of property

- Improve access for the disabled to Council buildings (by March 2007)
- Further develop a strategic approach to Asset Management (by March 2007)
- Continue implementation of the agreed accommodation strategy (by February 2007)
- Improve the accuracy and integrity of the Authority's Property Management / Information systems (by March 2007)

Improving services by the use of Information Communication Technology

- Ensure improved I.T support to schools, following the merger of the existing service into the I.T Division (by December 2006)
- Ensure the continued integrity of management and information systems by investing in new I.T (by March 2007) and improve the telecommunications infrastructure (by March 2007)

What future plans do we have (2007-2008)

Supporting our staff

- Working towards achieving the Investors in People (I.i.P.) standard (by September 2007)
- Work toward the Gold Standard for Health at Work (by March 2007)

Improving the management of finances & procurement

- Integrate arrangements for recording and monitoring targeted procurement efficiencies, so as to deliver £3 million efficiency savings by 2010
- Develop medium term financial plans to comply with the Welsh Assembly Government proposals for 2008/09 budgets
- Develop the Closure of Accounts process to comply with the Accounts and Audit regulations requirement to produce the Statement of Accounts by 30 June 2007

Improving the management of property

- In line with our Accommodation Strategy, complete all planned relocations and disposals by March 2010

Improving services by the use of Information Communication Technology

- Complete replacement of the Authority's existing I.T servers to allow for improvements and provide the opportunity to host other external systems



2006/7 Budget consultation

The 1200 strong Citizen's Panel was surveyed to identify priorities for increased spending, should money be available. The top ten nominated priorities were as follows:

Priority Ranking	Priority	See page
1	Control of anti-social behaviour	10/11
2	Primary and Secondary Schools	4/5
3	Services and facilities for sick and disabled people	6/7
4	Provide career opportunities	4/5
5	Street Scene Services	2/3
6	Road maintenance	2/3
7	Make communities safer	10/11
8	Services and facilities for older people	6/7
9	Nursery Education	4/5
10	Recycling	2/3

Carmarthenshire County Council would like to thank all the customers and partners who agreed to be interviewed and photographed for this publication

If you would like this document in an alternative format, e.g. large print, audio tape or Braille, then please contact the Corporate Policy Team on 01267 224914

Further Information

If you would like further information on the Corporate Strategy then please contact:

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Tel: 01267 224914
Email: corporatepolicy@carmarthenshire.gov.uk

Or visit the Council's website
www.carmarthenshire.gov.uk

Progress in delivering the targets in this Corporate Strategy will be continually reviewed and reported each year in our updated Corporate Strategy, and in more detail in our annual Improvement Plan, both published in June each year.